

20 June 1986

**Civilian Personnel**

**EQUAL EMPLOYMENT OPPORTUNITY (EEO) AND AFFIRMATIVE EMPLOYMENT PROGRAMS (AEP)**

This regulation establishes the Equal Employment Opportunity (EEO) and Affirmative Employment Programs (AEP) to implement federal law in promoting equal opportunity for civilian employees regardless of race, color, religion, sex, age, national origin or handicapping condition. It provides the Air Force policy on how the AEP is organized and how program personnel are designated and committees are established. It requires commanders to take affirmative action to eliminate underrepresentation through implementation of an Affirmative Employment Program Plan (AEPP). This publication applies to all employees paid from appropriated and nonappropriated funds except non-US citizens employed outside the United States and applies to Air National Guard and Air Force Reserve members covered under Title 5. The information contained in this document is needed by commanders, central civilian personnel offices (CCPO), managers and supervisors at all levels, and employees. See AFRs 40-1613 for information on discrimination complaint processing, 40-306 for additional information on affirmative action for handicapped persons, and 40-300 for information on the AEP. This regulation is subject to the Privacy Act of 1974. The system of records required by this regulation is Office of Personnel Management (OPM)/Government 7, 5 U.S.C. 7201.

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1. **Specific Authority.** This regulation implements the following public laws, executive orders, and Department of Defense (DOD) directives:

- a. Executive Order 11478, as amended.
- b. Section 717 of Title VII of the Civil Rights Act of 1964 as amended by the EEO Act of 1972 (Public Law 92-261).
- c. Reorganization Plan No. 1 of 1978.
- d. Age Discrimination in Employment Act of 1967 (Public Law 90-202) as amended.
- e. Rules and Regulations of the Equal Employment

Opportunity Commission, 29 CFR 1613.

- f. Federal Women's Program within the DOD Directive (DODD) 1450.1.
- g. Presidential Sixteen Point Program for Spanish Speaking Americans, November 1970.
- h. Section 310, Civil Service Reform Act, 5 U.S.C. 7201 (otherwise known as the Garcia Amendment).
- i. Federal Equal Opportunity Recruitment Program, 5 CFR 720.
- j. Section 502, Rehabilitation Act of 1973 (29 U.S.C. 7912).
- k. Section 403, The Vietnam Veterans Readjustment Act of 1974 (Public Law 93-508).
- l. DODD 1450.1, 25 July 1985.

Supersedes AFR 40-713, 15 June 1982. (See signature page for summary of changes.)

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2. **Policy Statements:**

a. **Federal Policy.** Under Executive Order 11478, it is the policy of the Government of the United States to provide equal opportunity in federal employment for all

persons, to prohibit discrimination in employment because of race, color, religion, sex, national origin, age or handicapping condition, and to promote the full realization of EEO through a continuing affirmative action program in each executive department and agency. Under Federal Personnel Manual Chapter 720 and Equal Employment Opportunity Commission Regulations, 29 CFR 1613, which implement this program, each executive department or agency must promote and maintain full realization of EEO through a positive, continuing AEP. Under Public Law 93-259, which amended the Age Discrimination in Government Act of 1967 to include federal government employees, federal agencies will ensure that all personnel actions affecting employees or applicants are free from discrimination due to age.

**b. Air Force Policy.** The Air Force recognizes and supports the principles of EEO. Air Force managers and supervisors are responsible for effecting these principles through personnel management decisions and for making EEO considerations an integral part of the management process. It is Air Force policy that total personnel management be accomplished in a manner that is free from discrimination and provides equal opportunity for all applicants and employees regardless of their race, color, religion, age, sex, national origin, or handicapping condition. The Air Force AEP is designed to facilitate opportunities for the employment and advancement of underrepresented groups in the work force, remove artificial barriers in personnel systems and practices, and eliminate discrimination by act or inference. Responsibility for implementation of Air Force policy is shared by management personnel at all levels and designated AEP officials. The AEP is designed to ensure that:

- (1) All personnel actions and employment practices are based solely on merit and fitness.
- (2) All facilities, activities, and services operated by, sponsored by, or participated in by the Air Force are not segregated and that their use will not be determined by race, color, religion, age, sex, national origin, or handicapping condition. They will be made available to eligible personnel on an equal basis.
- (3) The Air Force continues to seek out and correct or eliminate any personnel management policy, procedure, or practice that may result in any advantage in employment or deny equality of opportunity to any group or individual on the basis of race, color, religion, sex, age, national origin, or handicapping condition.
- (4) Reasonable accommodation will be made to religious needs of employees, including those who observe the Sabbath on a day other than Sunday when such changes can be made (by granting leave, changing hours of duty, etc.) without undue hardship on the Air Force mission.
- (5) Reasonable accommodation will be made to the physical and mental handicaps of otherwise qualified employees or applicants for employment when these

accommodations can be made without undue hardship on the Air Force mission.

(6) The skills of Air Force employees will be used to the fullest possible extent. Underutilized employees will be identified and, to the extent possible, will be provided with working opportunities in concert with mission requirements and commensurate with their knowledges, skills, and abilities.

### 3. Terms Explained:

**a. Activity Commander.** The commander to which the central civilian personnel office (CCPO) is assigned or to whom appointing authority is delegated.

**b. Affirmative Employment Program (AEP).** A program of positive action in all personnel administration and management matters, including recruitment, employment and promotion, designed to eliminate the underrepresentation of women, minorities and the handicapped through removal of barriers and institution of corrective measures.

**c. Affirmative Employment Program Plans (AEPP).** Formal plans developed and implemented at the installation level and consolidated by major commands (MAJCOM) to identify underrepresentation of minorities, women, disabled persons, including disabled veterans; and to establish plans and objectives to eliminate the underrepresentation.

**d. Air Force Director of Equal Employment Opportunity.** Official designated by the Secretary of the Air Force to establish overall equal employment opportunity (EEO) policy.

**e. Chief, Affirmative Employment.** Official designated at the installation, major command (MAJCOM), and HQ USAF to develop, coordinate, and maintain the Affirmative Employment Program (AEP).

**f. Employee.** A civilian employed by any Air Force activity who is paid from either appropriated or nonappropriated funds except non-US citizens employed outside the United States.

**g. Equal Employment Opportunity Commission (EEOC).** The federal agency which oversees the program to ensure equal opportunity within the federal government and the development and implementation of federal agency Affirmative Employment Program Plans.

**h. Equal Employment Opportunity (EEO) Program.** A program to ensure compliance with the law; to ensure EEO; and to eliminate discrimination in Air Force recruitment, selection, placement, awards recognition, and training based on race, color, religion, sex, national origin, handicapping condition, or age.

**i. Federal Equal Opportunity Recruitment Program (FEORP).** A program that requires agencies to determine if minorities and women are underrepresented in the installation work force and, where underrepresentation exists, to implement a formal plan with specific recruitment actions to ensure increased availability of minority and women candidates. Within the Air Force,

FEORP Plan requirements are incorporated into the Affirmative Employment Program Plans.

j. **Major Command (MAJCOM).** The term major command (MAJCOM) as used in this document refers to MAJCOMs and comparable organizations to which a Directorate of Civilian Personnel or a central civilian personnel office is assigned.

k. **Minority Group Members.** Those groups classified as "minority" for the purpose of data collection by the Office of Personnel Management (OPM) and Equal Employment Opportunity Commission in furtherance of federal equal employment opportunities policies. Included are blacks, Hispanics, Asian American and Pacific Islanders, and American Indian and Alaskan Natives.

l. **Special Emphasis Program Managers (SEPM).** Officials designated at each installation, major command, and at HQ USAF to administer that portion of the Affirmative Employment Program pertaining to the unique and special concerns in the employment and the advancement of the groups they represent. SEPMs may serve on a full-time, part-time, or collateral duty basis; those appointed on a collateral duty basis will serve a minimum of 20 percent of official duty time in performing Special Emphasis Program (SEP) duties.

m. **Uniform Guidelines on Employee Selection Procedures.** A program designed to ensure that all selection processes, including tests, qualification requirements, and job interviews are related only to performance of the duties of the position and to remedy selection processes which adversely impact minorities and women.

4. **Functional Location of the Air Force AEP.** The AEP function is organizationally located in the civilian personnel function at all levels in the Air Force. This placement facilitates integration of AEP policies into all facets of the personnel program. Although the recruitment mechanisms for achieving AEP objectives are primarily within the civilian personnel function, the responsibility for accomplishment of program objectives rests with Air Force management. Elimination of underrepresentation and achievement of other program objectives are realized through management decisions in such matters as selections for filling jobs, promotions, training, awards, and position restructuring. The activity commander has overall responsibility for EEO and affirmative employment.

AFSC-1 ⑤ **AEPP Development and Implementation.** Each Air Force organization which has a CCPO assigned is required to develop an AEPP according to Air Force guidelines which covers all serviced employees, including employees of tenant organizations. Development and implementation of the AEPP are a cooperative effort of designated affirmative employment officials and management personnel. Organization plans may be developed at installations where organizations (tenant

activities, squadrons, divisions, branches, etc.) have a sufficient numbers of employees to permit meaningful calculations. The activity commander is responsible for the achievement of AEPP objectives and will approve the overall installation AEPP. Progress in meeting objectives will be monitored by each organization, installation, and MAJCOM not less frequently than quarterly.

AFSC-1 ⑥ **Responsibilities of Activity Commanders.** Activity commanders will assume overall program management responsibility including:

a. Providing leadership in establishment and enforcement of policy supporting Air Force affirmative employment efforts. New commanders will issue a letter of support for the AEP within 90 days of assuming command.

b. Ensuring that maximum efforts are made to meet program objectives.

c. Ensuring participation of appropriate management officials in the development and implementation of AEPPs.

d. Ensuring that resources are available to support the AEP.

e. Requiring briefings and reports on the status of each organization's progress in meeting affirmative employment program objectives.

f. Supporting EEO principles and ensuring these principles are a consideration in management decisions.

7. **Organization and Responsibilities of the Installation EEO Committee:**

a. **Membership.** The activity commander will designate members to the EEO committee by letter. The committee will consist of permanent members, who serve by virtue of their position; and special members, to include supervisors, key management officials and work force representatives, who are appointed by name. Representatives of community groups will also be invited to attend EEO committee and subcommittee meetings, especially when the agenda concerns community affairs.

AFSC-1 ① Permanent membership of the committee will include the activity commander, or his or her designee; the Civilian Personnel Officer; Chief EEO Counselor; Chief, Affirmative Employment; the Hispanic Employment Program Manager (HEPM); the Federal Women's Program Manager (FWPM); the Black Employment Program Manager (BEPM); the Handicapped Individuals Program Manager (HIPM); and other SEPMs. The activity commander or his or her designee and the civilian personnel officer will serve as cochairpersons.

(2) The activity commander will review appointments at least annually to determine whether to extend tenure of special members.

AFSC-1 ③ The EEO committee will meet at least quarterly; formal minutes will be prepared for the activity

commander's signature.

**b. Primary Functions of the EEO Committee:**

(1) Review discrimination complaint activity to analyze, identify, and recommend actions to enhance employment policies and practices.

(2) Review trends in personnel actions, to identify if personnel administration and management practices, which may have an adverse impact on any protected group.

(3) Monitor minority, women and handicapped recruitment efforts to ensure identification of all possible recruitment sources.

(4) Recommend corrective actions to be taken by appropriate officials when adverse trends and artificial barriers are identified.

(5) Review organizational inputs to AEPPs for adequacy, and assess progress toward achieving AEPP objectives at least quarterly, including review of statistical data on work force composition.

(6) Review status and progress of the SEPs and assist in planning and executing SEP activities.

(7) Recommend appropriate activities to support and enhance observances such as Hispanic Heritage Week, Black History Month, Women's History Week, and similar base-wide activities.

(8) Establish subcommittees as necessary to carry-out the objectives of the committee.

**8. Responsibilities of Supervisors and Managers.** Managers and supervisors at all organizational levels (base, MAJCOM, and Air Staff) will:

a. Ensure that all employees and applicants for employment are treated in a manner free of discrimination in all aspects of the employment relationship.

b. Maintain awareness of the intent and requirements of AEPPs.

c. Ensure that employees are aware of and have access to AEPPs.

d. Ensure that EEO principles are integrated into the personnel management process and that EEO principles are considered in employment decisions such as promotions, reassignments, training, awards, and other personnel management actions.

e. Support and attend minority group, women's and handicapped program activities such as community relations activities, meetings, workshops, conferences, and job fairs.

f. Participate in self-evaluation of affirmative employment accomplishments, including reviews in compliance with AFR 40-5.

g. Monitor accomplishment of EEO and AEP objectives.

h. Promulgate appropriate policy statements.

**9. Responsibilities of Directors of Civilian Personnel, Civilian Personnel Officers, and Chiefs, Affirmative Employment:**

a. The Director of Civilian Personnel at HQ USAF and each MAJCOM and the installation civilian personnel officer will accomplish the following:

(1) Appoint a Chief, Affirmative Employment; an FWPM; an HEPM; a BEPM; an HIPM, and other SEPMs as determined necessary. At the installation level, each of the duties should be assigned to a different employee. At MAJCOM and HQ USAF level, SEPM duties will normally be assigned to Personnel Specialists within the Directorate of Civilian Personnel.

(2) Coordinate program policies with military personnel officials on issues of mutual concern.

(3) Ensure that affirmative employment programs, including AEPPs, meet regulatory and technical requirements and are effectively integrated into the total personnel management process.

AFSC-1 (4) Brief the activity commander at installation level, at least quarterly, on progress in meeting program objectives, elimination of barriers, and SEPs.

AFSC-1 (5) Ensure that AEP personnel, including full-time, part-time, or collateral duty, are adequately trained in personnel management and administration. Training may include formal classroom training, on-the-job exposure to personnel operations, and rotational assignment to functions within the CCPO.

b. The Chief of Affirmative Employment is responsible to the Director of Civilian Personnel, HQ USAF, and will:

(1) Serve as Chief, Staffing, Development and EEO.

(2) Interpret Air Force affirmative employment policies and procedures.

(3) Develop program guidance for MAJCOMs to ensure a results-oriented AEP.

(4) Provide guidance to MAJCOMs to ensure results-oriented SEPs.

(5) Provide guidance, instructions, and reporting requirements to Air Force activities and staff advice and assistance to HQ USAF officials on AEP activities.

(6) Coordinate policies and procedures with functional managers at HQ USAF to ensure integration of AEP with the total management structure.

(7) Evaluate the Air Force AEP to ensure compliance with the intent of public laws, executive orders, DODDs and applicable Air Force regulations.

(8) Maintain contact with appropriate officials of national minority, women's and handicapped individual's groups to maintain awareness of expectations and concerns and develop appropriate Air Force policy.

c. MAJCOM Chief, Affirmative Employment, is responsible to the Command Director of Civilian Personnel and will accomplish the following:

(1) Ensure that adequate resources are available throughout the command to effectively manage the AEP.

(2) Provide guidance to installations on AEPPs, analyze installation AEPPs for adequacy, and evaluate

and consolidate installation reports.

(3) Serve as responsible official for preparation of the MAJCOM consolidated AEPP in conjunction with SEPMS and other staff members.

(4) Provide guidance to and ensure support of SEPMS.

(5) Plan and implement, in coordination with other staff offices, initiatives to eliminate underrepresentation, including FEORP and Upward Mobility, and special appointment authorities for the handicapped.

(6) Maintain contact with officials of appropriate minority, women's and handicapped individual's groups.

(7) Accomplish onsite reviews of installation AEPs with particular emphasis on meeting AEPP objectives and the requirements of AFR 40-5.

(8) Ensure that appropriate AEP training is provided to managers, AEP personnel (including SEPMS), and employees throughout the command.

(9) Obtain coordination and advice from the Staff Judge Advocate (SJA) where determined appropriate.

(10) Provide input for budget development to make sure that consideration is given to AEP requirements.

(11) Provide oversight of MAJCOM affirmative employment efforts for employees covered by formal career programs.

d. Installation Chief, Affirmative Employment, is responsible to the Civilian Personnel Officer and will accomplish the following:

(1) Develop and administer an AEP, including program evaluation as outlined in AFR 40-5.

AFSC-1 (2) Serve as responsible official for preparation of and reporting on the installation AEPP in conjunction with SEPMS, members of the CCPO staff, and functional managers. Coordinate with and advise management officials on evaluation of work force composition, determinations of underrepresentation, development of program objectives to eliminate underrepresentation, and evaluation processes.

(3) In conjunction with the training function, provide appropriate training of the civilian personnel office staff members, managers, supervisors, SEPMS, and members of the EEO committee.

(4) Develop a formal training plan and appropriate position description addenda for newly appointed SEPMS.

(5) Ensure that installation media include articles on the AEP, including SEPs.

(6) Maintain contact with appropriate community groups to ensure awareness of issues and establishment of constructive relationships. Host meetings with community groups and provide briefings on status and objectives of the AEP.

(7) Participate in budget planning to ensure adequate program resources.

(8) Supervise and provide technical guidance to SEPMS.

AFSC-1 (9) Jointly with each SEPMS, develop annual SEP

objectives and a plan to accomplish those objectives, including specific activities and target dates, resources required, and criteria for evaluating program achievements.

(10) Obtain coordination and advice from the SJA, where determined appropriate.

(11) Ensure that staffing efforts are supportive of AEP goals.

(10) Responsibilities of the SEPMS. These include the HEPMS, FWPM, BEPM, HIPM, Asian American and Pacific Islander Employment Program Manager, and American Indian and Alaskan Native Employment Program Manager. An FWPM, HEPMS, BEPM, and HIPM will be designated at each installation, MAJCOM, and at HQ USAF. Where the need is determined, additional SEPMS may be designated.

a. HQ USAF. The HQ USAF SEPMS serve under the supervision of the Air Force Chief, Staffing, Development and EEO Division, Directorate of Civilian Personnel to provide Air Force-wide leadership in implementing the SEPs, including the following duties:

(1) Assist in the development, implementation, and evaluation of the Air Force AEP to ensure inclusion of objectives directed towards recruitment, employment, and advancement of underrepresented groups.

(2) Develop recommendations to enhance personnel processes affecting the recruitment, selection, utilization, training, and advancement of underrepresented groups.

(3) Advise the the Chief, Staffing, Development and EEO; and other HQ USAF officials who have program responsibility for or an interest in matters affecting the employment and the advancement of underrepresented groups.

(4) Provide coordination with OPM, DOD, and other federal agencies and interested organizations on issues concerning the respective SEPs. Maintain contact with appropriate special-interest groups.

(5) Analyze and evaluate personnel data for purposes of developing initiatives and providing policy direction, and provide information on the employment of underrepresented groups for inclusion in reports, briefings, and public media.

(6) Develop guidance on the development, implementation and evaluation of SEP objectives.

b. MAJCOM SEPMS. MAJCOM SEPMS serve under the supervision of the Chief, Affirmative Employment, in accomplishing the following duties:

(1) Assist in the development of MAJCOM AEP guidance to ensure inclusion of specific actions to eliminate underrepresentation of the represented groups.

(2) Assist in the evaluation of installation AEPPs.

(3) Advise management officials on the program status and unique problems of underrepresented groups.

(4) Develop guidance for installations on the development, implementation, and evaluation of SEP

objectives.

(5) Initiate and maintain positive contacts with other government agencies and private organizations concerned with or having an interest in the employment and advancement of underrepresented groups and act as command liaison with appropriate special-interest groups.

(6) Analyze data and evaluate progress toward meeting program objectives at least quarterly and participate in MAJCOM onsite evaluations, as required.

(7) Prepare and submit reports and present briefings.

(8) Maintain working relationships with and coordinate the activities of SEPMs within the MAJCOM.

F5C-1 (C) Installation SEPMs. Installation SEPMs serve under the supervision of the installation Chief, Affirmative Employment, in accomplishing the following duties:

(1) Obtain management's support by keeping them aware of program objectives and accomplishments.

(2) Assist in the development of affirmative employment initiatives, in conjunction with SEP initiatives, to address the problems and concerns of underrepresented groups in the work force.

(3) Identify potential or existing problems and artificial and architectural barriers which impede the advancement of minorities, women, and the handicapped and recommend corrective action.

(4) Assist in the counseling of minorities, women, and the handicapped about career opportunities and encourage them to participate in self-development and continuing education.

(5) Encourage management to use the Upward Mobility Program and job restructuring to provide opportunities for employees who are in lower graded, dead-end jobs to progress to their highest potential.

(6) Communicate to management, employees, and community organizations information which will enhance the employment of minorities, women, and the handicapped.

F5C-1 (D) Jointly with the AEP Chief, develop annual SEP objectives and a plan to accomplish those objectives, including specific activities and target dates, resources required, and criteria for evaluating program achievements.

(8) Participate in the development of the installation budget to ensure consideration of SEP objectives.

(9) Publicize the objectives of the program to increase management's awareness of the economic advantages of fully utilizing the talents of all employees.

(10) Ensure that recruitment efforts include sources most likely to produce qualified minority, women, and handicapped candidates and actively recruit qualified candidates for career fields where they are underrepresented.

(11) Maintain contacts with minority and women's colleges, universities, groups, clubs, and professional organizations.

#### 11. Publicity Requirements:

a. The civilian personnel officer will make sure that the information listed below is accessible to all employees and is permanently posted on official bulletin boards:

(1) Appropriate local directives including the commander's policy statement and those portions of the AEPP which state the program objectives of the base or organization.

AF5C-1 (2) The names, organizational assignments, and duty telephone numbers of the installation Chief, Affirmative Employment, and SEPMs.

(3) The location and contact point where AEPP backup material and this regulation may be reviewed.

b. Duty telephone number of the Chief, Affirmative Employment, will be published in the installation telephone book.

12. Program Management Data. Personnel Data System-Civilian will be used to generate data required for management of the AEP, whenever possible. The data may be used for AEPP development and to advise managers, EEO committee members, and other appropriate groups of AEP status; and may include work force composition and underrepresentation, percentages, frequency distributions, and simple (nonregression) trend analyses. An installation proposal to develop a more sophisticated statistical analysis will require the approval of the commander (as defined by AFR 40-102). The commander will not approve the proposal without requiring the servicing CCPO and SJA to assess the risks, costs, and benefits of developing such information; issuing specific instructions as to the dissemination of such information; and obtaining MAJCOM approval. The MAJCOM will approve such a proposal only after consulting with HQ USAF/DPCS.

13. Reporting Requirements EEO and AEP Activities, RCS: HAF-DPC(AR)7112. EEO and AEP activities will be reported on an "as required" basis. This report control symbol will be used for all AEP reporting requirements from the MAJCOMs and CCPOs.

BY ORDER OF THE SECRETARY OF THE AIR FORCE

OFFICIAL

CHARLES A. GABRIEL, General, USAF  
Chief of Staff

NORMAND G. LEZY, Colonel, USAF  
Director of Administration

**SUMMARY OF CHANGES**

This revision updates and incorporates the changes promulgated by merging EEO and Affirmative Action Programs with staffing (paras 3, 4, 5, 6, 7, 8, 9, and 10); includes the program for employment of the handicapped under this regulation as an SEP (paras 2, 7, 9, and 10); clarifies duties and responsibilities of the activity commander, EEO Committee, Affirmative Employment personnel, and SEPMs (paras 6, 7, 8, 9, and 10); and includes proper use of program management data (para 12).